

Delaware Health and Social Services  
Division of Development Disabilities Services

**Strategic Plan**  
(FY2002-FY2007)

**REVISION 3 (JANUARY 2004)**

<b>Major Focus Area I: Service Philosophy</b>			
<b>Key Element A: Public Policy</b>			
<b>Goal 1:</b> The Division will promote the expansion of a community-based, person-centered service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Promote affirmatively community options.			
a. Review and revise all policies to reflect person-centered services emphasizing community-based options.	Policies are reviewed on ongoing basis (COMPLETED)	FY2002 ongoing	Mary Anderson
b. Collaborate with Delaware Medicaid to develop policies that will support community-based, person-centered living options.	H.B. 30 has been passed and signed (Attendant Care Services) and Division is implementing program (COMPLETED) DDDS continues to support DHFAC funding of Attendant Care Services.	FY 2001 ongoing	Valerie Smith
2. Work to establish Medicaid waiver programs characterized by flexibility and offering a wide array of community-based supports.	Delete – See Major Focus Area; Key Element C; Goal 1; Action a – and Major Focus Area II; Key Element A; Goal 2 Action Step a where activities slated to Family Support Waiver services are addressed. The Division collaborates with other Divisions on shared population Waivers.		

<b>Major Focus Area I: Service Philosophy</b>			
<b>Key Element A: Public Policy</b>			
<b>Goal 2:</b> The Division will provide easy access to information on its programs, services and policies in conformity with an open government philosophy.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Improve the information dissemination system. • Revise/update Resource Manual as appropriate	• Resource Center established and operational (COMPLETED ongoing)	FY2001 ongoing	Karen Smith
a. Update the web site semi-annually to maintain current program, policy, procedure and philosophy information.	Web site updated as needed to reflect current information re: DDDS contracts, training schedule, strategic plan. <a href="#">Application for Services</a> , reports, licensing regulations, etc. (COMPLETED – ongoing)	FY 2003 Ongoing	Leslie Hailey Roy Lafontaine
b. Link the web site to other appropriate sites (e.g., DD Council, Center for Disabilities Studies, other related State agencies and disabilities information sites).	DDDS web site has links per DHSS guidelines and formats to other related sites (COMPLETED – ongoing)	FY 2003 Ongoing	Leslie Hailey Roy Lafontaine
c. Disseminate MR/DD-related information to public libraries throughout Delaware.	Plan in process of development.	FY 2004	Karen Smith
d. Work with affiliate advocacy groups to establish semi-annual focus and informational group meetings for consumers and stakeholders	Preliminary plans are under development and review	FY2002 ongoing	Chris Long Warren Ellis Penny Orndorff

<b>Major Focus Area I: Service Philosophy</b>			
<b>Key Element B: Legislative Initiatives</b>			
<b>Goal 1:</b> The Division will initiate and support legislative initiatives that protect and preserve individual dignity, freedom and rights.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Initiate legislation that will result in MR/DD language and Division name changes in the Delaware Code.	Legislation was completed. (COMPLETED)	FY2001	Mary Anderson
b. Post information about legislation on Division web site and newsletter.	Legislation update not completed; will be posted as legislation occurs	FY2003	Chris Long

## Major Focus Area I: Service Philosophy

### Key Element B: Legislative Initiatives

**Goal 1:** The Division will initiate and support legislative initiatives that protect and preserve individual dignity, freedom and rights.

Action Step	Progress Item	Completion Date	Responsible Party
c. Initiate legislation that will result in MR/DD service responsibilities clarifications and change in the Delaware Code.	DDDS draft legislation was developed. The DDDS Draft Bill was not assigned a sponsor in FY02. Thus, was not introduced. The Draft Bill was developed with the input or active participation of the ARC, DELARF, DD Law Program, DD Council, Governor's Advisory Council for Exceptional Citizens, DSAMH and the Public Defender's Office. The Draft Bill addressed some language change relative to the correct use of the Division and title names, strikes the provision re: involuntary admission to Stockley Center, broadens the group of people protected by the sterilization statute and defines "informed consent" as it relates to sterilization. The draft legislation was reviewed with and approved by the Governor to be part of the DHSS legislative agenda in the 142 <sup>nd</sup> session.	FY 2001	Mary Anderson
d. Write and publish <u>Legislation Analysis Reports</u> for federal and state legislation	Report format developed	FY2003 ongoing	Chris Long

<b>Major Focus Area I: Service Philosophy</b>			
<b>Key Element C: Self-Determination</b>			
<b>Goal 1:</b> The Division will support individual lifestyle choices as a foundational premise of its service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish principles for * self-determination. <ul style="list-style-type: none"> <li>• Modify and align services and systems in keeping with the principles and practices of self-determination.</li> <li>• Establish workgroup to develop a service and systems implementation plan for self-determination.</li> <li>• Restructure resources (e.g., fiscal, human, infrastructure and etc.) to support self-determination.</li> <li>• Review and modify all Division positions, as necessary and appropriate (i.e., job descriptions, duties, responsibilities) to support self-determination.</li> <li>• Define self-determination in relation to the service delivery system in Delaware.</li> <li>• Research other states and systems.</li> <li>• Identify “best practices”.</li> <li>• Review and discuss findings with key stakeholders.</li> </ul>	Work Groups have been established and continue to met routinely. From 2/03 to 5/03 the group joined the DDS/Mercer effort in developing a Family Support waiver, which will assist in building infrastructure for self-determination in Delaware. Specialized training is necessary to provide support coordination for waived participants. The UD/CDS developed a certificate program called Support Coordination and several people have been trained and received certificates. Support Coordination RFP developed. A pilot program was developed which would encompass various methods of self-determination. Six people were identified as good candidates for the pilot. One gentleman has a working Circle of Support, which has developed a person-centered plan. A grant has been submitted to DFRC to fund his plan (COMPLETED – ongoing)	FY 2003 FY 2004 ongoing	Karen Smith
b. Develop comprehensive self-determination training programs for key stakeholders. <ul style="list-style-type: none"> <li>• Establish workgroup to develop curricula for self-determination training programs.</li> </ul>	Training on the principles of Self-Determination has been completed for Community Services staff. Staff at Stockley Center continue to be trained and the effort will be done by completion date. Will research self-determination training for consumers.	FY2004	Karen Smith

<b>Major Focus Area I: Service Philosophy</b>			
<b>Key Element C: Self-Determination</b>			
<b>Goal 1:</b> The Division will support individual lifestyle choices as a foundational premise of its service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
c. Schedule and conduct self-determination training classes. <ul style="list-style-type: none"> <li>* Office of Training and Professional Development (TAPD) will incorporate self-determination training in orientation and ongoing training schedules.</li> </ul>	Principles of Self-Determination have been included in training curricula for Intro to DD (COMPLETED – ONGOING)	FY2004 Ongoing	Karen Smith

## Major Focus Area II: Fiscal Resources Development and Allocation

### Key Element A: Maximization of Federal Financial Participation (FFP)

**Goal 1:** The Division will identify currently authorized services not being billed via Home and Community-Based Services (HCBS).

Action Step	Progress Item	Completion Date	Responsible Party
a. Reevaluate current waiver services to ensure maximum revenue. <ul style="list-style-type: none"><li>Review and analyze current billable waiver services for maximum FFP in conjunction with DHSS Revenue Management.</li><li>Submit waiver amendments to CMS (based on results of #1) for current waiver-billable services. Establish rates, billing codes and policies to coincide with additional services.</li><li>Work with DHSS and the General Assembly to change and revise current state policy so that FFP-generated enhanced revenues for current waiver services will be credited back to DDDS via ASF (per above proposal).</li></ul>	Implemented system for transportation costs, patient pay and sliding fee scale system; and a modified rent collection system. COMPLETED – ongoing. Renewal of current MR/DD Waiver is in process including a review of services and standards to be included in submission to CMS.	FY2002 (Ongoing)	Valerie Smith



## Major Focus Area II: Fiscal Resources Development and Allocation

### Key Element A: Maximization of Federal Financial Participation (FFP)

**Goal 2:** The Division will provide Home and Community-based Services for natural families.

Action Step	Progress Item	Completion Date	Responsible Party
a. Establish home and community-based waiver services designed to meet the needs of natural families. <ul style="list-style-type: none"> <li>Survey families to determine the types of needed services. Services may include but not be limited to: coverage for personal care services, dental services, respite services and minimal cash subsidies.</li> <li>Provide cost utilization analysis to the Department—based on the results of family survey.</li> <li>Identify the general fund impact of the new waiver on the Department’s budget</li> <li>Obtain Department authorization to utilize waiver revenues for the expansion of services to natural families.</li> <li>Obtain Department authorization to submit proposed waiver to CMS.</li> <li>Upon CMS approval, set rates and procedure codes for authorized services in conjunction with the Department Rate Setting Committee.</li> </ul>	Develop/submit new waiver; semi-annual progress reports of activities as outlined below:	FY2004	Valerie Smith
	Analysis has been conducted of the Core Indicators Project (CIP) survey sharing the desire to have more control and direction over services and supports. Attendant Care Services are being looked at as a Family Support waiver service. A cost analysis for current family services has been completed.	FY2002	Valerie Smith
	A pilot Consumer-Directed Family Support program through the Center for Disabilities Studies (CDS) is occurring. A planning grant was obtained from Health & Human Services.	FY2002	Valerie Smith
	A self-directed task force (work group) has been established with the CDS, Division, and consumers/families.	FY2002	Valerie Smith
	(COMPLETED – ongoing)	FY2004	Valerie Smith
		FY2004 ongoing	Valerie Smith



<b>Major Focus Area II: Fiscal Resources Development and Allocation</b>			
<b>Key Element B: Fiscal Resources Reallocation</b>			
<b>Goal 1:</b> The Division will identify general funds appropriated to the Stockley Center that can be transferred to community services for support of expanded programs.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Review contractual services at Stockley Center in conjunction with census and individual need. 	 (COMPLETED) (FY'02) (FY'03) (FY'04)	FY2002 (Ongoing)	Adele Wemlinger
b. Review operational services budget at Stockley Center in proportion with the closure of buildings and reduced census.	(COMPLETED) (FY'02) (FY'03) (FY'04)  2 Living units closed by 3/03 and an Assisted Living Unit was opened.  Budget adjustments are made quarterly.	FY2002 (Ongoing)  FY2002 (Ongoing)  FY2002 (Ongoing)	Adele Wemlinger  Adele Wemlinger  Adele Wemlinger

## Major Focus Area II: Fiscal Resources Development and Allocation

### Key Element C: Rate Setting, Reimbursement and Contractual Services

**Goal 1:** The Division will explore and evaluate a rate-setting structure and reimbursement methodology that is cost-effective, using general funds and federal revenues to support the greatest number of people in community settings.

Action Step	Progress Item	Completion Date	Responsible Party
a. Evaluate reimbursement models for contracting and rate setting in coordination with residential and day program providers. <ul style="list-style-type: none"><li>Analyze models.</li><li>Recommend use of particular model. Discontinue the use of contracts and subsequent rate setting reimbursement methodologies that are not selected.</li><li>Design FY2003 contracts in the recommended format using set financial parameters based on providers' actual expenses distributed over all provider categories by service type, incorporating utilization factors.</li><li>Review and set standards for administrative costs.</li><li>Review the model and methodology with contract providers.</li><li>Establish a formal reimbursement policy.</li><li>Set rate structures in accordance with #2 and #3 above in conjunction with the Department Rate Setting Committee.</li><li>Utilize any general fund savings for expansion of services.</li></ul>	<p>Analysis COMPLETED with a consultant, William Mercer, Inc. FY'03 contracts have been extended while continue to evaluate methodologies. Decision regarding contract methodology by Decisions regarding FY'04/FY05 contracts in process.</p> <p>Analysis completed by consultant William Mercer, Inc. A published rate system has been completed. Current work is on piloting the linking of the consumer assessment (ICAP) to the published votes</p>	FY 2002–2003	Valerie Smith

## Major Focus Area II: Fiscal Resources Development and Allocation

### Key Element C: Rate Setting, Reimbursement and Contractual Services

**Goal 1:** The Division will explore and evaluate a rate-setting structure and reimbursement methodology that is cost-effective, using general funds and federal revenues to support the greatest number of people in community settings.

Action Step	Progress Item	Completion Date	Responsible Party
b. Develop a reimbursement model that “Follows the Person” and promotes individual choice. <ul style="list-style-type: none"><li>• Design or choose an assessment tool that identifies each person’s service needs.</li><li>• Develop a rate structure that provides reimbursement to providers based on each individual’s needs.</li><li>• Establish a formal policy regarding this methodology.</li><li>• Set rates in accordance with redesigned format and applied administrative costs in conjunction with the Department Rate Setting Committee.</li><li>• Utilize any general fund reductions for expansion of services.</li></ul>	DELETE  See Goal 1(a) above as this action step is combined into the Goal 1(a) action step process.		
c. Implement a reimbursement model that “Follows the Person” and promotes individual choice. <ul style="list-style-type: none"><li>• Discontinue use of contracts and reimbursement models that are not selected for continued implementation.</li></ul>	Implementation of model per above	FY2005	Valerie Smith

<b>Major Focus Area III: Workforce Capacity</b>			
<b>Key Element A: Workforce Stabilization</b>			
<b>Goal 1:</b> The Division will promote a stable workforce within its service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Create a workgroup that includes all appropriate stakeholders focusing on workforce issues.	DELETED. Redundant this is managed by the Executive Staff.		
<ul style="list-style-type: none"> <li>• Compile and evaluate all data relevant to the preparation of FY2003 budget request</li> <li>• Request funding from DHSS to raise base wages of all direct service staff employed by residential and vocational providers.</li> </ul>	(COMPLETED ongoing)	FY2003 ongoing FY2003 ongoing	Valerie Smith  Marianne Smith

<b>Major Focus Area III: Workforce Capacity</b>			
<b>Key Element A: Workforce Stabilization</b>			
<b>Goal 1:</b> The Division will stabilize the existing service delivery system infrastructure.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Request budget allocation from DHSS to adjust operational line items for annual inflationary indices.	Budget request for inflation indices COMPLETED – ongoing)	FY2003 ongoing	Valerie Smith
b. Promote opportunities for Stockley merit employees to continue State employment (as necessary and appropriate) <ul style="list-style-type: none"> <li>Determine interest of current Stockley staff in working either as State or provider agency personnel (as necessary and appropriate)</li> </ul>	Continue to promote opportunities for employees. No disruptions in employment status has occurred (COMPLETED – ongoing)	FY2002 (ongoing)	Adele Wemlinger
c. Seek DHSS support for the reallocation, reclassification or creation of positions to support an expanded Community Services infrastructure.	COMPLETED. Reallocation and reclassifications have been done to support the community services infrastructure; ongoing requests will be made as appropriate and needed (COMPLETED – ongoing)	FY2002 (Ongoing)	Marianne Smith

<b>Major Focus Area III: Workforce Capacity</b>			
<b>Key Element A: Workforce Stabilization</b>			
<b>Goal 1:</b> The Division will stabilize the existing service delivery system infrastructure.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
d. Plan an annual statewide direct service staff event to promote skills enhancement and service recognition.	No progress reported. Provider quarterly meetings are established.	FY2003 ongoing	Interested stakeholders Providers
e. Promote and develop collaborative programs for efficient and effective recruitment. <ul style="list-style-type: none"> <li>Explore cost-sharing methodologies in advertising, marketing and recruitment.</li> <li>Create an entry point for prospective job candidates.</li> <li>Explore collaborative job fairs.</li> </ul>	Provider quarterly meetings are established. Interested provider agencies are contacting stakeholders regarding a Task Force to review these activities. Information related to creative strategies for recruitment and retention problems was given to DELARF for follow-up purposes.	FY2002 ongoing	Interested providers, other stakeholders
f. Identify and apply for grants that promote workforce stabilization.	Robert Woods Johnson grant opportunity was identified and sent to DELARF for consideration	FY2003 (Ongoing)	Interested providers, other Stakeholders
g. Support development of high school and vocational-technical programs that promote careers in developmental disabilities. <ul style="list-style-type: none"> <li>Work-study experiences.</li> <li>Summer internships.</li> <li>Scholarship programs funded through grants.</li> </ul>	Social Worker internships with Delaware State University in our -Community Services Program has been developed. Exploring other university opportunities including Delaware Technical College.	FY2002 Ongoing	Penny Orndorff

Major Focus Area III: Workforce Capacity			
Key Element A: Workforce Stabilization			
Goal 1: The Division will stabilize the existing service delivery system infrastructure.			
Action Step	Progress Item	Completion Date	Responsible Party
h. Stakeholders will pursue the development of a web site and a hotline that provides information about provider agencies and job opportunities for direct service staff. <ul style="list-style-type: none"> <li>Establish a job listing web site. Evaluate currently available electronic state resources that provide site linkages.</li> </ul>	No progress reported. Provider quarterly meetings are established.	FY2002 Ongoing	Interested providers, other Stakeholders
<ul style="list-style-type: none"> <li>Promote improved status of direct service staff.</li> <li>Nomenclature</li> <li>Certification</li> <li>Career ladders</li> <li>Analyze retention trends, best practices and strategies.</li> <li>Select and implement workforce practices that achieve improved direct service staff recruitment and retention within the service delivery system.</li> </ul>	<a href="#">Center for Disabilities Studies and Developmental Disabilities Council</a> have contracted with University of Delaware to do a study of staff turnover and retention. Report available from CDS. CDS has obtained a federal grant to research//pilot “best practices” in Delaware for staff recruitment, training & retention. A “Disabilities Research Chair” has been endowed at University of DE, CDS to study training and staff issues. (COMPLETED – ongoing)	FY2002 Ongoing	Interested providers, other Stakeholders

**\*PLEASE NOTE:** Advocacy and provider groups have workforce stabilization goals and objectives that were identified as part of DDDS's initial assessment activities for ***Olmstead***.

<b>Major Focus Area III: Workforce Capacity</b>			
<b>Key Element B: Position Reallocation</b>			
<b>Goal 1:</b> The Division will structure Stockley Center budgeted positions to enhance the service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Reevaluate current Stockley Center workforce utilization: (1) FTE positions, (2) contractual services personnel and, (3) seasonal-casual positions. <ul style="list-style-type: none"> <li>• Manage actively human resource needs to ensure program quality as census reduction occurs at Stockley Center.</li> <li>• Manage retention</li> <li>• Manage budgeted reallocations</li> <li>• Manage transfers and reclassifications</li> <li>• Manage other staffing options</li> <li>• Investigate incentive programs to promote retention of Stockley Center workforce as reduction progresses.</li> </ul>	COMPLETED. This is managed on a ongoing basis through the Stockley Center Executive Staff	FY2001 (Ongoing)	Adele Wemlinger



<b>Major Focus Area III: Workforce Capacity</b>			
<b>Key Element B: Position Reallocation</b>			
<b>Goal 2:</b> The Division will condense internal services and program areas at Stockley Center.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Consolidate programs and services to maximize resource utilization as buildings are vacated.	Managed through Stockley Center Executive Staff: Two living units closed; one re-opened; one converted to assisted living unit. Further plans in development (COMPLETED)	FY2001 (Ongoing)	Adele Wemlinger
b. Hold quarterly meetings to identify and prioritize closure of Stockley program areas.	Managed through Stockley Center Executive Staff (COMPLETED – ongoing)	(Ongoing)	Adele Wemlinger

<b>Major Focus Area IV: Service System Infrastructure</b>			
<b>Key Element A: Community Placements</b>			
<b>Goal 1:</b> The Division will develop comprehensive community-based, person-centered residential day services, and vocational supports for 60-80 individuals each year between Fiscal Years 2002 – 2006 for consumers at Stockley Center and the Registry based on fiscal support provided legislatively. (Revised)			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Request funding commitment to serve a targeted number of consumers each year.	Budget request for FY completed; requests developed each FY	FY2002 (Ongoing)	Marianne Smith
b. Identify consumers who will move annually. <ul style="list-style-type: none"> <li>Analyze support needs (based on ICAP).</li> <li>Identify housemate and housing location preferences.</li> <li>Gather and document related information.</li> <li>Develop personal profiles and ELPs for each consumer.</li> <li>Identify funding needs and sources to support these consumers. Investigate funding sources (general funds, Medicaid reimbursement, reallocated Center resources, private pay, etc.).</li> </ul>	Placement Review Committee grid and report/plan submitted quarterly Placement Review and Development Committee established (identify targeted individuals for placement) Reviewing number of students with TBI and collaborating with DEAAPD on data related to the implementation of the DSAAPD acquired Brain Injury Waiver. (COMPLETED Ongoing)	FY2002 (Ongoing)	Penny Orndorff & Warren Ellis Pat Weygandt

Note: Key Element A, Goal 1 and Goal 2 have been combined into a revised Goal 1.

<b>Major Focus Area IV: Service System Infrastructure</b>			
<b>Key Element B: Case Management &amp; Coordination Infrastructure</b>			
<b>Goal 1:</b> The Division will expand case management and coordination functions to ensure optimal, person-centered supports.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Identify, develop and implement a collaborative Stockley Center and community team to support consumers in transition. <ul style="list-style-type: none"> <li>Evaluate and clearly define team functions.</li> <li>Establish minimum caseloads that accommodate consumer support needs.</li> <li>Establish number and type of contact expectations for case managers.</li> </ul>	COMPLETED – ongoing process in place	FY2001 (Ongoing)	Penny Orndorff, Warren Ellis, Adele Wemlinger Pat Weygandt
b. Develop and implement a service system for providing assistive technology (AT) services to consumers as needed.	COMPLETED – A system for AT screenings and referrals has been established. AT Case Manager training is ongoing. Working with DATI through a CMS grant to develop a consumer oriented AT website, ramp construction booklet, and on establishing an AT Low Interest Loan Program. (COMPLETED – ongoing)	FY2002 (Ongoing)	Joe Keyes, Penny Orndorff
c. Promote consumer knowledge about community-based services, programs and options.	Transitioning meetings are held; Family Support Specialists meet with families and consumers visit programs	(Ongoing)	Penny Orndorff, Warren Ellis, Adele Wemlinger
d. Involve and collaborate with individuals and stakeholders, i.e. ARC, to assist in identifying housing needs. Involve and collaborate with the provider to assist family members and others in identifying service needs for individual consumers.	All information is updated, refined and disseminated upon request in conjunction with related planning and transition activity: ELP and Project meetings held and Development Activity Summaries as warranted are updated, provided to managers/supervisors.	(Ongoing)	Pat Weygandt

## **Major Focus Area IV: Service System Infrastructure**

### **Key Element C: Technological Capacity and Use**

**Goal 1:** The Division will develop and implement information technology systems.

<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Develop a computer-based consumer records tracking system.	Conducting a review of the PA records/tracking system for use by DDDS	FY2004	Warren Ellis
b. Incorporate a tickler mechanism for identified updates, health checks and other ELP-related functions.		FY2004	Warren Ellis
c. Develop and upgrade a web site that will facilitate two-way communication.	Web site has been redesigned and links added. Monthly report on number "hits" or visitors has been established.	FY2005	Warren Ellis
d. Survey effectiveness of communication strategies among stakeholders and revise approaches based on survey trends.	(COMPLETED)	FY2002	Scott Phillips

## Major Focus Area IV: Service System Infrastructure

### Key Element D: Recruitment, Retention and Training of Direct Support Staff

**Goal 1:** The Division will promote activities designed to increase the professional standing and status of direct service staff.

<u>Action Steps</u>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Convene a task force to investigate market comparisons for skills, responsibilities and compensation. Task force will include stakeholders from State Personnel, Center for Disabilities Studies and DELARF. <ul style="list-style-type: none"> <li>Conduct public and private market analyses, highlighting direct support staff, hierarchy of positions, skills and compensation.</li> <li>Analyze data to develop a structure for similar job functions performed by staff of provider agencies and state workforce.</li> </ul>	Mercer, Inc. was contracted for provider agency direct care staff review and analysis; state direct care merit positions are reviewed under the State Maintenance review process (COMPLETED)	FY2002	Valerie Smith
b. Expand partnerships with institutions of higher education to implement certification programs and internships.	TAPD working with CDS to refine and possibly expand course offerings; also involving Del Tech; Delaware State University (COMPLETED) - ongoing	FY200 ongoing	Roy Lafontaine
c. Institute ongoing staff development programs that are focused on desired outcomes for adults with developmental disabilities.	TAPD working with CDS to refine and possibly expand course offerings (COMPLETED) ongoing	FY2003 (ongoing)	Roy Lafontaine
d. Investigate innovative approaches to support staff education and development.	Ongoing Utilizes State Personnel Office (SPO) and DHSS career improvement training opportunities as part of our staff development offerings for staff	FY2002 ongoing	Roy Lafontaine

	(COMPLETED – ongoing)		
e. Conduct outreach to providers outside of current network to determine service expertise. This action is designed to increase consumer choices and community-based service capacity.	RFP 507 completed 7/2002. Two new service providers identified (COMPLETED - ongoing)	FY2003 (Ongoing)	Roy Lafontaine Pat Weygandt

## Major Focus Area IV: Service System Infrastructure

### Key Element E: Utilization of Stockley Center

**Goal 1:** The Division will promote the utilization of the Stockley Center campus to address community service gaps..

<u>Action Steps</u>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish a Stockley Center Utilization Committee with broad stakeholder representation to identify alternative future uses.	Stockley Center Utilization Committee established - planning ongoing (COMPLETED - ongoing)	FY2002 (Ongoing)	Adele Wemlinger
b. Promote revenue generation from use of campus and advocate that funds be used to support Division priorities.	Special fund established to retain lease monies for use by Division. Retention of Assisted Living Unit revenues established. (COMPLETED)	FY2002-2006	Valerie Smith
c. Relocate the Community Services Sussex County office to the Stockley Center campus.	Plan for expansion of office space. (Completed - ongoing)	FY2004	Adele Wemlinger

<b>Major Focus Area V: Stakeholder Collaboration</b>			
<b>Key Element A: Two-Way Communication</b>			
<b>Goal 1:</b> The Division will involve stakeholders (service recipients, parents, guardians and families) in an active, open dialogue to promote service delivery -in the most appropriate, integrated settings.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Survey existing service recipients, families, case managers and providers to determine interests in specific areas and service information.	CIP survey (2000 posted on web site. CIP (2001) survey completed. Public forums were held as part of the Self-Determination Project. (COMPLETED - ongoing)	2002 (Ongoing)	Scott Phillips
b. Design and present seminars, meetings and educational sessions to share information about the Division's plan.	Develop a plan/strategy for these activities to continue; Strategic Plan informational meetings have been held (COMPLETED)	2003 & (ongoing)	Roy Lafontaine, Chris Long
<ul style="list-style-type: none"> <li>Provide education and information during collaborative ARC/DDDS county meetings re the Strategic Plan.</li> </ul>	Periodic reports of meeting results	2002 & (Ongoing)	Marianne Smith ARC
<ul style="list-style-type: none"> <li>Design and distribute user-friendly informational letters and literature for specific target audiences re the Strategic Plan.</li> </ul>	Strategic Plan and updates are posted on the web (COMPLETED - ongoing)	2003 & (Ongoing)	Roy Lafontaine
c. Establish Division newsletters And their families, and service providers, DDDS staff, and other interested parties.	-Communication consultant firm hired to work on various DDDS resource materials, to include external newsletters. Format for internal newsletter i.e., for DDDS employees) has been completed DDDS has been developing various resource materials and brochures. DDDS	2003 (Ongoing)	Roy Lafontaine Gail King

	Newsletter has been completed and published. (COMPLETED – ongoing)		
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<b>Major Focus Area V: Stakeholder Collaboration</b>			
<b>Key Element B: Technological Capacity and Use</b>			
<b>Goal 1:</b> The Division will generate and disseminate regular status reports on Plan progress.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Develop and upgrade a web site that will facilitate two-way stakeholder communication.	Web site updates on ongoing basis. Monthly report of number of “hits” or viewers to the web site has been added.	FY2003 (Ongoing)	Roy Lafontaine
b. Survey effectiveness of communication strategies among stakeholders and revise approaches based on survey trends.	Action Steps Deleted – addressed throughout other sections of the plan		
c. Post newly developed DDDS Newsletter on web site.	(COMPLETED – ongoing)	FY2003 (Ongoing)	Roy Lafontaine Gail King

<b>Major Focus Area V: Stakeholder Collaboration</b>			
<b>Key Element C: Public Education</b>			
<b>Goal 1:</b> The Division will provide educational programs to enhance awareness of its services.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Provide DHSS Public Information Officer with information and news on current issues and topics.	Information and news addressed as needed via DHSS Public Information Officer (COMPLETED - ongoing)	2002 & (ongoing)	Roy Lafontaine Chris Long
b. Develop educational tools, i.e., courses, booklets, position papers, newsletter articles, seminars and press releases	Resources developed as needed (COMPLETED - ongoing)	2002 & (ongoing)	Roy Lafontaine Chris Long Karen Smith
c. Community Services will explore establishment of regional transition staff to assist families and consumers regarding availability of DDDS services and responsibilities.	Staff have been identified and are working with families regarding transitioning from school to adult services (COMPLETED)	2003 (Ongoing)	Penny Orndorff

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element A: Individually Focused Services</b>			
<b>Goal 1:</b> The Division will identify support needs and provide adequate resources in accordance with each eligible individual's Essential Life Plan (ELP).			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Determine the number of individuals now residing at the Stockley Center who have or may have physical, medical or behavioral support needs.	Tracking is in place for planning – all ELPs established (COMPLETED) – ongoing)	FY2002 (ongoing)	Adele Wemlinger
b. Determine the number of individuals listed on the Registry who have or may have physical, medical or behavioral support needs.	Registry is in place and operational (COMPLETED) – ongoing)	FY2002 (ongoing)	Penny Orndorff Warren Ellis
c. Document support needs on each identified consumer's ELP. Track provision of identified needs during each plan year.	ELPs completed for all consumers (COMPLETED) – ongoing)	FY 2002–2007	Penny Orndorff Warren Ellis Adele Wemlinger
d. Determine specific support resources for each identified consumer. Provide adequate resources to meet support needs for each identified consumer.	ELPs in place for each consumer with support needs/resources identified (COMPLETED) – ongoing)	FY2002 (ongoing)	Penny Orndorff Warren Ellis Adele Wemlinger

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element A: Individually Focused Services</b>			
<b>Goal 2:</b> The Division will conduct regular, individualized evaluation of ELP outcomes for each consumer placed in community settings.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Initiate annual Personal Life Quality (PLQ) interview for each consumer within 365 days of the consumer's placement in community service settings.	James Conroy's Center for Outcome Analysis completed its follow-up survey on people who had left Stockley Center since their original survey (in August 2000) in the Spring of 2003. (COMPLETED)	FY2003 (ongoing)	Adele Wemlinger Scott Phillips
b. Conduct analysis of interview results to determine positive or negative variance from original Year 2000 protocol assessments.	Analysis of the follow-up survey was received in a report ( <a href="#">Conroy Report</a> ) dated June 2003 from the Center for Outcome Analysis. Results show improvements in nearly all areas of the 45 people who were in the Survey. (COMPLETED)	FY2003 (ongoing)	Adele Wemlinger Scott Phillips

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element A: Individually Focused Services</b>			
<b>Goal 3:</b> The Division will establish a scheduled pace of community placements and placement outcomes.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish a schedule of community placements per quarter per Plan Year. <ul style="list-style-type: none"> <li>• Continue establishment of scheduled transitions for each Plan Year.</li> <li>• Maintain database of individual placement modifications or additional transition placements that result from documented consumer dissatisfaction, appeal or other alternative requests.</li> </ul>	Placement and Development Committee established; tracking in place (COMPLETED) – ongoing	FY 2002–2007 ongoing	Pat Weygandt

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element A: Individually Focused Services</b>			
<b>Goal 4:</b> The Division will conduct regular analysis of placement rate to monitor variance.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish a desired monthly baseline placement	Managed through the Placement and Development Committee (Completed). Committee ongoing.	FY 2003-2007 ongoing	Pat Weygandt

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element B: Monitoring and Regulatory Compliance</b>			
<b>Goal 1:</b> The Division will monitor its strategic plan to ensure activation of its state mission and philosophy for a comprehensive, community-based, person centered service delivery system.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish and maintain a semi-annual schedule of plan monitoring and reporting to ensure implementation of stated action steps. <ul style="list-style-type: none"> <li>• Document progress items and completion dates</li> <li>• Modify existing or create new action steps in conjunction with emerging plan needs.</li> <li>• Maintain written plan reports to provide supporting documentation for annual budgetary requests.</li> <li>• Communicate plan activities to stakeholders via established methods</li> </ul>	Strategic Plan is revised and updated periodically, but at least annually (7/02) and (1/03) revisions COMPLETED; ongoing revisions	FY 2003-2007 ongoing	Joe Keyes
b. Conduct an independent, external review of plan progress at two-year intervals (end of 2004 and 2006).	Develop contract '04	FY 2004 & 2006	Marianne Smith

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element B: Monitoring and Regulatory Compliance</b>			
<b>Goal 2:</b> The Division will provide for systematic, regular monitoring of federal and state regulatory compliance, identification of trends and patterns and applied corrective strategies among services and supports used for plan implementation			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Specify quality assurance monitoring processes now in use by the Division that will be interfaced with new initiatives in conjunction with plan implementation.	HCB Waiver QA Protocol reviewed by Senior Management on 12/11/03. Some minor revisions will be made before it is sent to DDDS Director for approval. New NH Licensing Regulations adopted in October 2003, and jointly used by DDDS QA and LTCRP	FY2003	Scott Phillips
b. Develop an additional quality monitoring instrument that addresses major focus areas of the comprehensive state plan and interfaces with existing quality management instruments now in use by the Division or developed in conjunction with the Division's strategic plan.	<a href="#">Neighborhood Group Home</a> certification instrument developed; ELP, self-determination and Satisfaction Reviews have been developed. Looking at having program standards incorporated into licensing regulations. (COMPLETED)	FY2003 (Ongoing)	Scott Phillips
c. Identify all workforce needs by position to implement new quality enhancement initiatives and request reclassifications as needed.	Reclassifications and reallocations have been completed (COMPLETED)	FY2002	Scott Phillips



Major Focus Area VI: Quality Enhancement			
Key Element B: Monitoring and Regulatory Compliance			
<b>Goal 2:</b> The Division will provide for systematic, regular monitoring of federal and state regulatory compliance, identification of trends and patterns and applied corrective strategies among services and supports used for plan implementation			
Action Step	Progress Item	Completion Date	Responsible Party
d. Institute and maintain monitoring of critical indicators relating to consumers, staff and physical facilities of Stockley Center throughout reduction period. <ul style="list-style-type: none"> <li>Initiate immediate corrective action for negative health or safety indicators revealed during scheduled monitoring.</li> <li>Systematize and aggregate data for collection and reporting to Center management by the 15<sup>th</sup> of each month.</li> <li>Analyze monthly data for emerging trends and corrective actions regarding reduction activities. Identify and correct root causes.</li> <li>Conduct quarterly trend analysis. Review corrective actions for negative variance indicators. Prepare quarterly report of all monitoring activities and findings.</li> </ul>	Monitoring is done routinely through Stockley Center Executive Staff  Quarterly Report of corrective actions  Monthly Management Team Report  Monthly Management Team Report  Quarterly Report  (COMPLETED and Ongoing)	FY2002 (Ongoing)	Adele Wemlinger

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element C: Provider Performance</b>			
<b>Goal 1:</b> The Division will provide for systematic, regular monitoring of community service providers for components including but not limited to, federal and state regulatory compliance, consumer satisfaction, performance outcomes, workforce recruitment and retention and education and training.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Network with community service providers and stakeholders to establish quality assurance protocol and reporting process for systematic regular monitoring of identified components.	A performance measure was included in SFY'04 agency provider contracts requiring them to have their own internal QA/QI systems with accompanying objectives. Agency objectives, as well as survey protocols and tools submitted 12/31/03.	FY2003	Scott Phillips
b. Within sixty (60) days of final acceptance, initiate systematic, regular monitoring of components	Providers have been notified that they are to submit their first semi-annual survey summary by 1/31/04	FY 2003–2007	Scott Phillips

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element C: Provider Performance</b>			
<b>Goal 1:</b> The Division will provide for systematic, regular monitoring of community service providers for components including but not limited to, federal and state regulatory compliance, consumer satisfaction, performance outcomes, workforce recruitment and retention and education and training.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
c. Provide written documentation of quality assurance monitoring findings to community services providers. Evaluate corrective action plans in accordance with established policies and procedures. Provide necessary follow-up to corrective action plans.	<p>System is in place at Stockley Center Community service providers are informed by QA staff of monitoring findings at the end of each survey, along with the corrective action are submitted to QA which later does a verification to see that such has taken place and is effective.</p> <p>Data compilation continues to be a problem using the current variety of non-relational databases. In October 2003, DDDS was awarded federal funds to develop a comprehensive database system to solve this problem through the Real Choice Systems Change Grant. Work is to begin on this portion of the SFY'05, after some preliminary analysis of the Division's quality assurance efforts</p> <p>End of year survey data was presented to providers at 1/28/03</p> <p>Analysis of Providers' Performance Measure Objectives for SFY'04 to date, is currently being performed.</p>	FY 2003–2007	Scott Phillips

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element D: Public and Governmental Relations</b>			
<b>Goal 1:</b> The Division will provide regular, systematic reporting of quality assurance monitoring; plan implementation activities and plan progress to identified stakeholders.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Establish and maintain a systematic reporting process to communicate quality monitoring findings, corrective action plans and necessary follow-up activities to identified stakeholders.	<a href="#">Core indicator Project Survey</a> results are posted on the DDDS internet website. Updated as new surveys are completed. Results of the consumer Survey are presented to the Governor's Advisory Council and shared with stakeholder groups. (COMPLETED - ongoing)	FY 2003–2007 ongoing	Scott Phillips

<b>Major Focus Area VI: Quality Enhancement</b>
<b>Key Element D:</b> Public and Governmental Relations
<p><b>Goal 2:</b> The Division will establish and maintain ongoing communications strategies designed to promote system wide person-centered quality enhancement. [DELETED]</p> <p>Goal 2 and action step is deleted. This is subsumed in Major Focus Area IV Stakeholder collaboration, Key Element C Public Education Goal 1.</p>

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element E: Workforce Management</b>			
<b>Goal 1:</b> The Division will provide systematic analysis of fiscal resources needed for workforce recruitment and retention and analysis of workforce retention rates. (DELETED) – incorporated into other activities of plan			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Identify specific budget resources needed for workforce recruitment and retention per plan year. Align workforce needs with stated plan goals and action steps.	deleted		
b. Submit budget request with referenced Plan documentation.	deleted		
c. Compare requested v appropriated fiscal resources on receipt of appropriations bill	deleted		
d. Adjust Plan goals, action steps and time lines, if warranted, to meet available fiscal resources.	deleted		

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element E: Workforce Management</b>			
<b>Goal 2:</b> The Division will systematically analyze community providers' workforce acquisition and development efforts, education and capacity.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Network with community service providers and stakeholders to establish existing workforce strength as compared to projected consumer transition schedule.	<del>Analysis</del> Analysis of capacity is conducted in conjunction with projected <del>consumer</del> transition schedule. (COMPLETED)	FY 2003–Ongoing)	Pat Weygandt
b. Establish quality assurance protocol for evaluating community providers' workforce acquisition and development efforts, workforce education and capacity.	DELETE this action step. Other Quality Assurance surveys and contractual reports and reconciliation's collect and analyze this information.	FY 2003–2007	Scott Phillips

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element E: Workforce Management</b>			
<b>Goal 2:</b> The Division will systematically analyze community providers' workforce acquisition and development efforts, education and capacity.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
c. Provide written documentation of quality assurance monitoring findings to community services providers. Evaluate corrective action plans in accordance with established policies and procedures. Provide necessary follow-up to corrective action plans.	Delete – Action is included in Major Focus Area VI; Goal 1: Action Step C.		



<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element E: Workforce Management</b>			
<b>Goal 3:</b> The Division will evaluate its present workforce capacity building strategies to ascertain its ability to address projected service expansion needs.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Estimate projected workforce needs.	Annually report	FY 2003–2007	Roy Lafontaine
b. Identify existing and new sources for ongoing program of workforce recruitment.	Annually report	FY 2003–2007	Roy Lafontaine
c. Identify existing and needed methods for expanded recruitment efforts.	Annually report	FY 2003–2007	Roy Lafontaine
d. Conduct job description analysis of selected positions to provide comparative data for realignment and reclassification requests as part of the annual budget request.	Annually report	FY2003 (Ongoing)	Roy Lafontaine

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element F: Resource Analysis</b>			
<b>Goal 1:</b> The Division will conduct a review of state-by-state analysis of applied resources to provide information about its fiscal ability to meet and maintain stated plan goals.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
a. Analyze state-by-state applied fiscal resources for meeting community expansion needs.	We participate in a variety of state-by-state national analysis of resource allocations (State of the States, CMS waiver expense analysis, University of Minn etc). These reports are also utilized by the Division in our planning and budget activities (COMPLETED – ongoing)	FY 2003 Ongoing	Valerie Smith
b. Report findings to identified stakeholders and elected officials.	Analysis is distributed as appropriate (COMPLETED – ongoing)	FY 2003 Ongoing	Valerie Smith

<b>Major Focus Area VI: Quality Enhancement</b>			
<b>Key Element F: Resource Analysis</b>			
<b>Goal 2 :</b> The Division will conduct comparative analysis of requested and appropriated fiscal resources correlated with identified community service expansion goals and activities.			
<b>Action Step</b>	<b>Progress Item</b>	<b>Completion Date</b>	<b>Responsible Party</b>
<ul style="list-style-type: none"> <li>Analyze annual requested and appropriated fiscal resources correlated with identified expansion goals and activities for meeting community expansion needs. Report findings to identified stakeholders and elected officials via JFC.</li> <li>Adjust plan time lines and initiate corrective activities, as warranted.</li> </ul>	Executive financial report of resources on placements development per Executive Order and Olmstead plan – to Executive Staff – adjust plans necessary (COMPLETED); Ongoing)	<b>FY 2003-2007 ongoing</b>	<b>Valerie Smith</b>
		<b>FY 2003-2007 ongoing</b>	<b>Valerie Smith</b>

**Note: Goal 3 has been combined into a revised Goal 2. Goal 3 is deleted.**